

Adapt Your Leadership Style to Achieve Business Success

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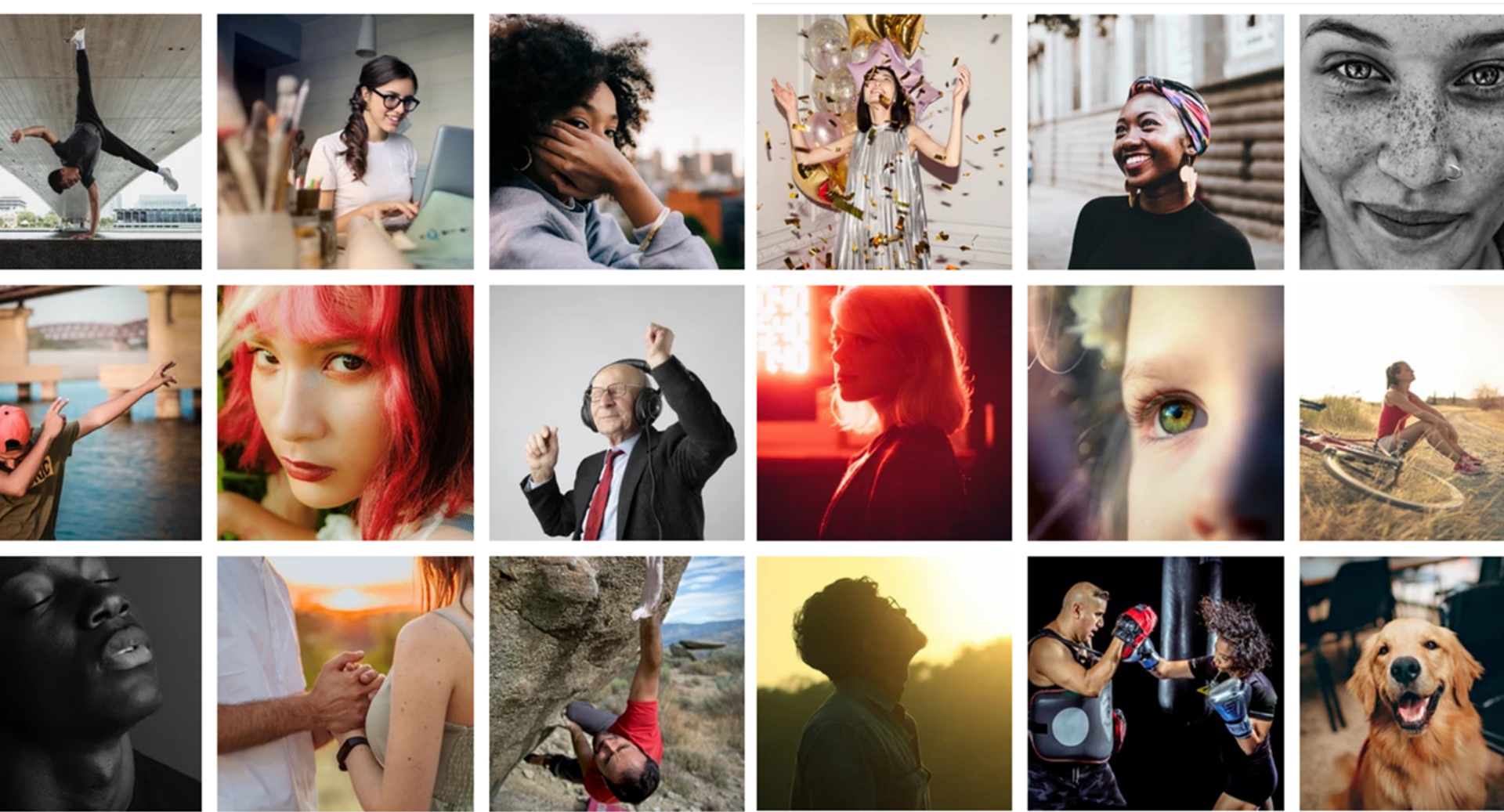
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Today's Objectives

- Explore a useful tool for management & leadership
- Apply the Situational Leadership model to a current situation
- Share ideas & resources



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How do you lead people?



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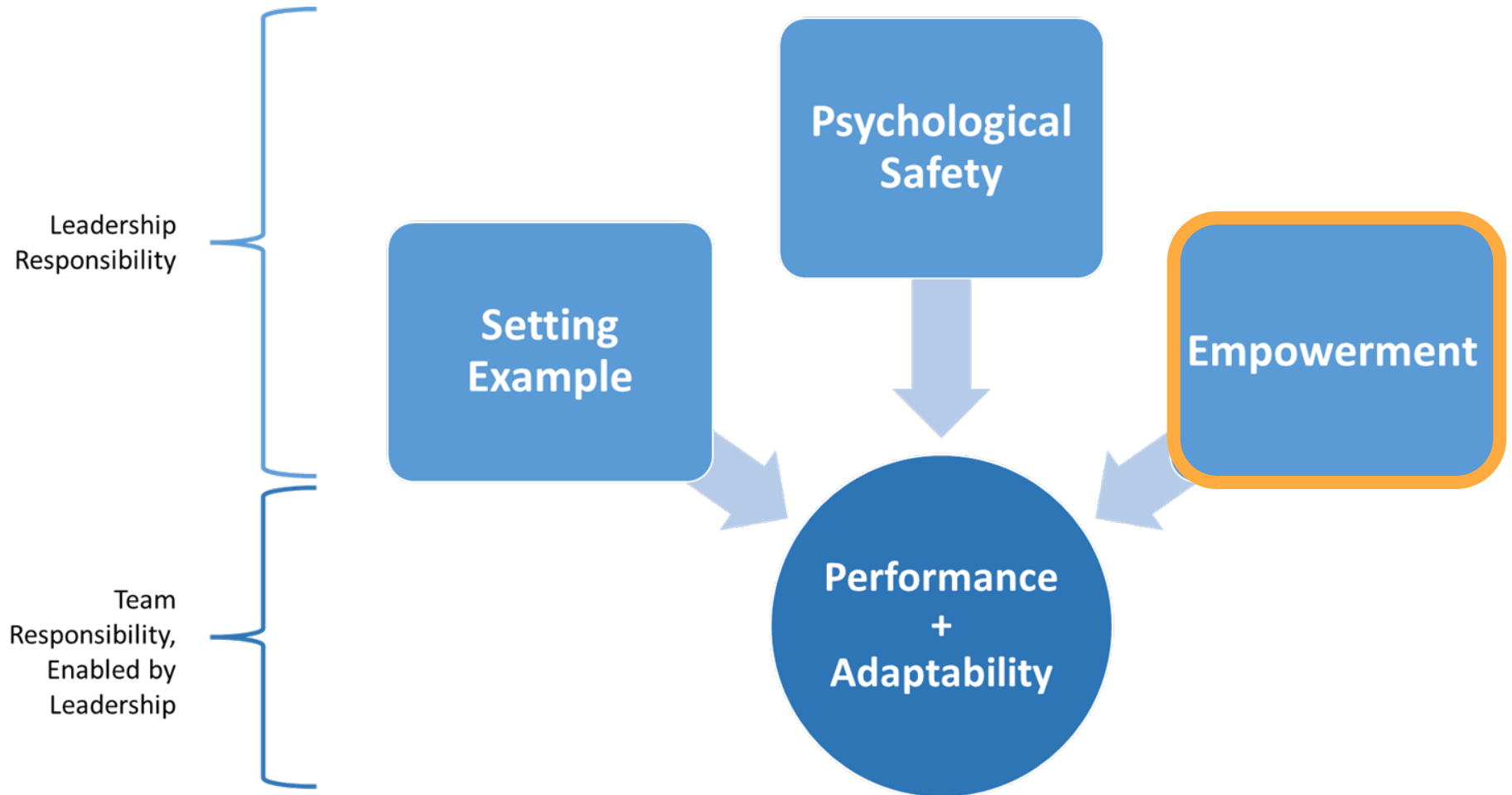
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How would you describe your leadership style?

- Think about when you've been successful leading others*
- Think about your strengths
- Think about feedback others have provided

*It can be outside of your work environment!

Performance through empowerment



Situational Leadership



“Adapting your management (or leadership) style to each **unique situation or task** to meet the needs of the team or team members”

Situational Leadership





DEVELOPMENTAL LEVELS

LEVEL	COMPETENCE	COMMITMENT
D1: Enthusiastic Beginner	Low	High
D2: Disillusioned Learner	Low	Low
D3: Capable, Cautious Performer	High	Variable
D4: Self-Reliant Achiever	High	High

Situational Leadership



ACTIVITY: Diagnosing development

- Think of a person you are supervising, managing, leading or influencing, either now or in the past.
- Recall a project/duty they completed (or are completing) under your supervision or influence.
- Identify their development level:
 - How **competent** are they in accomplishing the task? That is, how equipped and prepared are they?
 - How **committed** are they to the task? That is, how motivated and confident are they?

Development Level 1

Low Competence/High Commitment



NEEDS

- Recognition for effort
- Clear goals and roles
- Standards for “good job”
- Timelines
- Priorities
- Action plans
- Boundaries and limits
- Hands on training
- Opportunities to practice
- Frequent feedback

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Leadership Style 1 for D1

DIRECTING: High Direction/Low Support

Questions to ask

- What experiences, strengths, skills do you have that could be helpful?
- How do you best learn?
- How do you best like to receive direction?
- How do you best like to receive feedback?

Practices

- Provide written goals, timelines
- Tell them what's most important to you in this project/task
- Tell them what to stay away from or leave alone
- Give them benchmarks/milestones to reach
- Share examples of “good work”

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Development Level 2

Low Competence/Low Commitment

NEEDS

- Clear goals
- Perspective (the why)
- Frequent feedback
- Praise for progress
- Help navigating problems
- Opportunities to discuss concerns
- Assistances in decision-making
- Ideas and advice

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Leadership Style 2 for D2

COACHING: High Direction/High Support

Questions to ask

- What is unclear about the goals and action plans?
- What problems/challenges do you foresee?
- What will motivate you to overcome these challenges?
- What can I do to empower you?

Practices

- Listen to the individual's concerns and ideas
- Provide perspective on progress
- Give advice on the "how"
- Explain the "why"
- Give feedback

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Development Level 3

High Competence/Variable Commitment

NEEDS

- Approachable mentor
- Opportunities to test ideas
- Support & encouragement
- Removal of obstacles
- Opportunities to discuss concerns
- Help in looking at experience and skills objectively

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Leadership Style 3 for D3

SUPPORTING: Low Direction/High Support

Questions to ask

- What goals and actions do you recommend?
- What strengths do you have to apply to this situation?
- What past successes/skills can you learn from to apply here?
- How can I help?

Practices

- Listen to the individuals concerns and ideas
- Facilitate self-reliant problem solving
- Share expertise
- Collaborate when necessary
- Continue to challenge when motivation is low
- Remove obstacles

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Development Level 4

High Competence/High Commitment



NEEDS

- Variety and challenge
- Collegial mentor
- Acknowledgement of contributions
- Autonomy & authority
- Trust
- Opportunities to share knowledge/skills with others

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Leadership Style 4 for D4

DELEGATING: Low Direction/Low Support

Questions to ask

- Who else needs input on this project?
- How will you keep me and other informed on your progress?
- How will you evaluate your progress?
- What additional resources do you need to succeed?
- How can I best challenge you to go further?

Practices

- Delegates planning and decision-making authority
- Communicate when and how you want updates
- Trust their judgment
- Encourages and motivates
- Acknowledges contributions

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Applying the Styles

1. What do the behaviors look like for you in your situation?
2. What ideas do we have to help each other apply the necessary style?





Goal Setting

1. What leadership style do you need to **pay more attention** to in order to be more successful right now?
2. What are the **blocks** preventing you from applying that style?
3. What **ideas for development** do you have?
4. What is **one step** you can take to practice that leadership style?



QUESTIONS



Get in touch!

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